

DOCUMENT RESUME

ED 311 103

UD 026 982

TITLE Corporate/Community Schools of America. Progress Report 1987-88.

INSTITUTION Corporate/Community Schools of America, Chicago, IL.

PUB DATE Apr 88

NOTE 31p.; For later report, see UD 026 983.

PUB TYPE Reports - Descriptive (141)

EDRS PRICE MF01/PC02 Plus Postage.

DESCRIPTORS Annual Reports; Cooperative Programs; *Demonstration Programs; *Educational Change; Elementary Education; Innovation; Program Descriptions; *School Business Relationship; *School Effectiveness; *Urban Schools

IDENTIFIERS *Coalitions; *Corporate Community Schools of America; Illinois (Chicago)

ABSTRACT

This document comprises a progress report on the 1987-88 activities of Corporate/Community Schools of America (C/CSA), a not-for-profit coalition of business executives, concerned educators, and community leaders working to reform urban public education by setting standards for higher quality and by demonstrating successful instructional methods and sound school management principles that can be replicated in inner-city public schools nationwide. C/CSA establishes and operates business-sponsored elementary schools grounded in sound research, successful teaching methods, and "market-driven" innovations. The following highlights of 1987-88 activities are outlined: (1) hiring a principal for the first model school; (2) assembling an advisory board; (3) reviewing the histories of model schools and incorporating effective elements into planning; and (4) developing criteria for effective school reform in Chicago and beginning to work with leaders to promote that vision. A chart illustrates original objectives and results achieved. The following objectives for 1988-89 are outlined: (1) open the Chicago model school and make significant progress in fulfilling the school's mission; (2) continue to establish strong ties with leaders in Chicago to assure that methods demonstrated are adopted by public schools; (3) expand national advisory board membership to establish C/CSA programs in at least one other city; and (4) secure the pledges needed to meet the 3-year funding target. A summary of expenditures, cash flow, and future funding is illustrated with statistical data on two graphs and two tables. The appendices comprise the following material: (1) background material on principal selection, a corporate education partnership study, a model school study, and involvement in reform activity; (2) lists of investors, personal contributors, and endorsements; and (3) a description of the organization and board structure. (FMW)

* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *

ED311103

CORPORATE/COMMUNITY SCHOOLS OF AMERICA

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION
CENTER (ERIC)

☒ This document has been reproduced as
received from the person or organization
originating it.

☐ Minor changes have been made to improve
reproduction quality.

• Points of view or opinions stated in this docu-
ment do not necessarily represent official
OERI position or policy.

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY

Walter Kraus

Corporate/Community
Schools of America

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."



PROGRESS REPORT

APRIL, 1988

BEST COPY AVAILABLE

April 28, 1988

To our investors:

C/CSA began with the dream that corporations can and should make a difference in our public schools. As we end the first quarter of 1988 and prepare for the September opening of our first model school, we see our dream becoming a reality.

One of C/CSA's tenets is that effective leadership and management is essential to quality education. It was therefore our first priority to hire an outstandingly qualified principal for our first school. We succeeded when we hired Dr. Elaine Mosley from an extraordinary group of applicants nationwide. Dr. Mosley, the former principal of the Hatch Elementary School in Oak Park, Illinois, brings to C/CSA both significant on-the-job experience and a strong background in instructional leadership. We are proud to have Dr. Mosley on the C/CSA team.

We have also been deeply involved in the current community-based movement to reform Chicago's public schools. C/CSA's management team has developed an agenda for reform, and has met with civic, business, union, educational, and political proponents of school reform. We have had much success, and have developed ties that will facilitate the transfer of experiences from our model to the public school system.

We have reached two-thirds of our three-year, \$3,000,000 funding goal. Our contributions have come from a broad base of concerned, active corporations, foundations, and individuals. Additionally, we have received significant pro-bono assistance from Hill and Knowlton, Price Waterhouse, Sidley & Austin, and Bain & Company. Later in this report, you will find a list of our current investors. In Chicago and nationally, we continue to seek additional support.

I must also mention that dozens of people in all walks of life have volunteered their talent and time to help make our efforts successful. You will also find a list of these outstanding people toward the end of this report. We did our best to list them all, but the list grows even as we go to press.

On behalf of the C/CSA board and management team, I thank you again for your interest and support. With your continued help and encouragement, C/CSA can indeed be a force for critical change in urban education, not only in Chicago, but throughout our state and our country.

Sincerely,



Joe Kellman
President, C/CSA

CORPORATE/COMMUNITY SCHOOLS OF AMERICA

INTRODUCTION

THE CORPORATE/COMMUNITY SCHOOLS OF AMERICA IS A NATIONAL ORGANIZATION OF BUSINESSES AND INDIVIDUALS DEDICATED TO IMPROVING AMERICA'S PUBLIC SCHOOLS. BY OPERATING INDEPENDENT MODEL SCHOOLS AND BY WORKING WITH SCHOOL BOARDS, LEGISLATURES, COMMUNITY REPRESENTATIVES, AND UNIONS C/CSA EFFECTIVELY DIRECTS THE RESOURCES OF CORPORATE AMERICA TOWARD DEVELOPING, DEMONSTRATING, AND IMPLEMENTING SUPERIOR MANAGEMENT AND EDUCATIONAL TECHNIQUES IN OUR PUBLIC SCHOOLS.

VISION

THE CORPORATE/COMMUNITY SCHOOLS OF AMERICA WILL IMPROVE THE EDUCATION OF AT-RISK CHILDREN IN URBAN COMMUNITIES BY SERVING AS A HIGHLY INTERACTIVE LEARNING CENTER WHERE EDUCATIONAL, BUSINESS, COMMUNITY, AND UNION LEADERS WORK TOGETHER TO PROMOTE CHANGE. WE WILL ACHIEVE THIS BY ESTABLISHING TRULY EXEMPLARY MODEL SCHOOLS AS INDEPENDENT RESEARCH AND DEVELOPMENT CENTERS IN URBAN COMMUNITIES

THE SCHOOLS WILL SPECIALIZE IN:

- **TESTING AND DEMONSTRATING EARLY CHILDHOOD AND ELEMENTARY EDUCATIONAL DESIGNS AND INTERVENTIONS WHICH CAN BE REPLICATED IN PUBLIC SCHOOLS SERVING URBAN COMMUNITIES**
- **TRAINING AND DEVELOPING FUTURE TEACHERS AND PRINCIPALS VIA INTERNSHIPS AND FIELD SERVICE ASSIGNMENTS**
- **ORGANIZING AND FACILITATING IMPLEMENTATION OF OUR MODEL SCHOOLS' SUCCESSFUL EDUCATIONAL PRACTICES IN URBAN PUBLIC SCHOOL SYSTEMS**

IN ADDITION, WE WILL:

- **DEVELOP A BROAD COALITION OF EDUCATORS, COMMUNITY LEADERS, PARENTS, UNION AND BUSINESS LEADERS TO ADVOCATE AND SUPPORT SYSTEM-WIDE ADOPTION OF OUR SCHOOLS' EDUCATIONAL APPROACHES**
- **FORGE WORKING PARTNERSHIPS WITH THE LEADERS OF SCHOOL SYSTEMS, UNIONS AND KEY COMMUNITY-BASED AND UNIVERSITY-BASED REFORM GROUPS**

TABLE OF CONTENTS

● THE YEAR IN REVIEW

- HIGHLIGHTS -- 4**
- LETTER FROM THE PRINCIPAL -- 8**
- MODEL SCHOOL PHILOSOPHY -- 9**

● 1988 CHALLENGES -- 10

● FINANCIAL SUMMARY -- 11

APPENDICES

● BACKGROUND NOTES

- PRINCIPAL SELECTION PROCESS -- 16**
- CORPORATE EDUCATION PARTNERSHIP STUDY -- 17**
- MODEL SCHOOL STUDY -- 18**
- C/CSA INVOLVEMENT IN CHICAGO REFORM ACTIVITY -- 19**

● C/CSA INVESTORS AND CONTRIBUTORS -- 22

● BOARD & COMMITTEE MEMBERSHIP-- 26

THE YEAR IN REVIEW
THE YEAR'S HIGHLIGHTS

- **WE HIRED DR. ELAINE MOSLEY, AFTER AN EXTENSIVE NATIONWIDE SEARCH, TO BE THE PRINCIPAL AND LEADER OF OUR FIRST MODEL SCHOOL**
- **WE ASSEMBLED A GROUP OF TALENTED, ACTIVE BOARD MEMBERS REPRESENTING BUSINESS, EDUCATION AND THE COMMUNITY TO GUIDE OUR WORK AT BOTH THE LOCAL AND NATIONAL LEVELS**
- **WE BEGAN REHABILITATING OUR SCHOOL BUILDING, CREATING AN ENVIRONMENT TO PROMOTE LEARNING AND GROWTH IN THE BEST POSSIBLE SETTING**
- **WE REVIEWED THE HISTORIES OF OTHER MODEL SCHOOL EFFORTS AND ARE INCLUDING THE LESSONS LEARNED FROM PROGRAMS ACROSS THE COUNTRY IN OUR PLANNING**
- **WE DEVELOPED A SET OF CRITERIA FOR EFFECTIVE SCHOOL REFORM IN CHICAGO AND BEGAN WORKING WITH LEADERS THROUGHOUT THE CITY TO PROMOTE THAT VISION**

THE YEAR IN REVIEW

THE YEARS HIGHLIGHTS

1987-88 ORIGINAL OBJECTIVES	1987-88 RESULTS REACHED TO DATE
ACQUIRE 1/2 OF \$3MM 3-YEAR FUNDING PLEDGES	2/3 OF 3-YEAR PLEDGE COAL REACHED
PUT IN PLACE BLUE-RIBBON NATIONAL ADVISORY BOARD (NAB) AND LOCAL BOARD OF DIRECTORS (LBOD)	BOTH BOARDS ESTABLISHED AND ACTIVE
CREATE A SMALL, EFFECTIVE MANAGEMENT STAFF	3-PERSON TEAM IN PLACE
ACQUIRE AN ATTRACTIVE, FUNCTIONAL SCHOOL BUILDING	SCHOOL BUILDING IN LAWDALE LEASED AT ATTRACTIVE PRICE FROM CHICAGO ARCHDIOCESE
HIRE A PRINCIPAL BY NOVEMBER, 1987	AN OUTSTANDINGLY QUALIFIED PRINCIPAL CHOSEN IN DECEMBER. DR. MOSLEY CAME ON BOARD AT HER EARLIEST AVAILABILITY 2/1/88
PERFORM ALL NECESSARY SCHOOL REHABILITATION BY APRIL, 1988	REHABILITATION COMMENCED IN DECEMBER. CERTAIN RENOVATIONS TO PROPERLY ACCOMMODATE SPECIAL PROGRAMS AND NEW CODE REQUIREMENTS ADVANCED COMPLETION UNTIL EARLY AUGUST
OPEN MODEL SCHOOL FOR PRE-KINDERGARTEN PROGRAM TO 30 CHILDREN IN APRIL, 1988; AND FOR GRADES K - 3 IN SEPTEMBER, 1988	OPENING OF PRE-KINDERGARTEN PROGRAM MOVED TO COINCIDE WITH K - 3 PRIMARY PROGRAM IN SEPTEMBER. THIS ALLOWS RENOVATION TO BE COMPLETED, AND INSURES AVAILABILITY OF TOP QUALITY STAFF. LICENSING, STAFFING, AND STUDENT SELECTION ARE ALL ON SCHEDULE UNDER THIS TIMEFRAME
ESTABLISH RELATIONSHIPS WITH COMMUNITY ORGANIZATIONS AND CHURCH REPRESENTATIVES	RELATIONSHIPS ESTABLISHED; ONGOING COMMUNICATIONS PLANNED
DEVELOP PLAN WITH SELECTED SOCIAL SERVICE AGENCIES TO CREATE A COMPREHENSIVE NETWORK OF SUPPORT SERVICES FOR SCHOOL FAMILIES	COMMITTEE OF SELECT AGENCIES HAS BEEN FORMED AND IS ESTABLISHING DETAILED PLANS FOR THE NETWORK
BEGIN TO ESTABLISH RELATIONS WITH EDUCATIONAL, UNION, BUSINESS, AND LEGISLATIVE LEADERS TO ASSURE MODEL SCHOOL EDUCATIONAL DESIGNS WILL BE USED IN PUBLIC SCHOOLS	HAVE BECOME DEEPLY INVOLVED IN CHICAGO-BASED REFORM MOVE- MENT; DEFINED AGENDA FOR REFORM; ESTABLISHED RELATIONSHIPS WITH OVER 200 INDIVIDUALS AND ORGANIZATIONS; SEE POSSIBILITY THAT PORTIONS OF OUR REFORM AGENDA WILL BE IMPLEMENTED

Chicago Tribune

Editorial

Founding a school for hope

In welcoming the idea of a unique new private school to her North Lawndale neighborhood, social services coordinator Earleen Lindsey said the people it will benefit the most have nothing to lose.

She is right, of course, but she also could have put it the other way: They have everything to gain.

The project will test the concept of whether private business, working with a community, can successfully organize and operate a school and do it better than a public school system. Sponsored by Corporate/Community Schools of America, it means to be a model that could spawn similar schools in other cities. It also means to be a model for the urban public schools, examining how business techniques can improve efficiency and more effective teaching methods can cut through the social and economic barriers to learning.

The tuition-free school is to open by next spring, with the first 120 students selected as a cross-section of the most and least promising from the neighborhood. Eventually there will be 300 students, ages 2

through 13, in a program to include day care, pre-school and elementary instruction. Classes will be organized more by skill level than age, to diminish any early sense of failure. Emphasis will be on the basics of reading, writing, spelling and arithmetic, as well as developing social and reasoning skills. Most important, parent and community involvement will be invited.

The school is a tribute to the 16 corporations that already have put up \$2 million of the \$3 million needed for the first three years; to the Roman Catholic Archdiocese of Chicago, which donated the building; to the contractors who will help rehabilitate it; and to Joseph Kellman, founder of the Better Boys Foundation and president of Globe Glass & Mirror Co., who first championed the idea 20 years ago.

It also is a tribute to North Lawndale, struggling against the cycle of unemployment, poverty, poor housing, crime and despair. To the extent that education can help break that cycle, this is more than an experiment: It is a promise for help and a ray of hope.

Firms bankroll inner-city school

N. Lawndale children offered free private educations

By Todd Eisenstadt

Pilot school plans to work for students

Chinta Strausberg

CHICAGO DEFENDER, Wednesday, July 29, 1987

Charging that public schools have "failed" and "simply aren't working" for too many young people today, a Chicago businessman, along with educators, community residents, and corporate executives, announced plans for a business-sponsored, 300-student elementary school on the West Side.

The tuition-free model elementary school, to be known as the Corporate/Community Schools of America, is scheduled to open early next year in the Lawndale area, 753 S. Sacramento, former site of Saint Francis Cabrini, a Catholic school.

The program is the brainchild of

Chicago businessman Joseph Kellman, president of Globe Glass & Mirror Co., and founder of the Better Boys Foundation, who said the concept of the school brings a "glimmer of hope...and can make a difference on a very big scale."

Kellman, noting that "time has come" for the concept of the school, Kellman said C/CSA will serve as a model to test ideas for improving America's public schools.

Kellman said: "Our public schools simply aren't working for too many young people today. Too many can't read, write or do simple arithmetic. This model school can be a force for critical change."

Students will be randomly

selected from among families in the North Lawndale neighborhood, giving the Corporate School the same demographics as neighboring public schools. Initially, 120 students from pre-kindergarten through 3rd grade will be enrolled at the school, and new students will be added until enrollment reaches 300. The school will offer pre-school to 8th grade after five years.

In a summary plan on the C/CSA program, it stated that of the 3.6 million 5-year-olds who will start school next fall, 350,000 will have poorly educated or illiterate parents; 500,000 will be the children of teenage mothers; 400,000 will never finish school; and close to one million will come

from families which live in poverty.

The report stated that if Chicago, school dropouts from the class of 1982 will cost state taxpayers - individual and corporate - \$60 million a year for the next 10 years, and that there's a new class of dropouts every year.

Kellman said just as corporations must change to meet the needs of the changing marketplace, so too must schools. However, corporations are relatively free to change public school systems are not. That's why the force for change must come from the outside, not from a base strong enough to bring about change."

THE YEAR IN REVIEW
EXPRESSIONS OF SUPPORT

"WITH C/CSA, CORPORATIONS ARE MAKING A STATEMENT THAT THEY ARE SERIOUS ABOUT EDUCATION, NOT JUST ABOUT GIVING MONEY. THE CORPORATE SCHOOL IS LIKE DROPPING A CRYSTAL IN A READY BROTH."

**- William D. Geer
Foundation for Excellence
in Teaching**

"YOUR UNIQUE PROJECT PROMISES TO HAVE AN IMPACT ON OTHER NEIGHBORHOODS IN OUR GREAT CITY AND, INDEED, ON THE MILLIONS OF YOUNG PEOPLE IN INNER CITY SCHOOLS ACROSS THE LAND. I WHOLEHEARTEDLY SUPPORT AND ENDORSE YOUR EFFORTS."

**- The Late Honorable Harold Washington
Mayor of Chicago**

"THE IDEA OF COMBINING THE POWERS OF THE BUSINESS WORLD WITH THE INHERENT DYNAMIC ENERGY OF THE COMMUNITY TO INCREASE THE LEVEL OF QUALITY IN INNER CITY EDUCATION IS A SUPERB ONE WHOSE TIME HAS FINALLY ARRIVED."

- U.S. Senator Alan Dixon

"THE CORPORATE SCHOOL IS A CONCEPT WHOSE TIME HAS COME. IT COULD PROVIDE THE IMPETUS FOR A NEW VISION FOR PUBLIC EDUCATION."

**- Ernest H. Mueller
Superintendent
Oak Park, IL. Public Schools**

April 28, 1988

Dear C/CSA investors:

Excitement is mounting as we busily prepare for the September, 1988 opening of the school. What an extraordinary opportunity we have to influence the quality of education for children on Chicago's West Side and in other urban school communities. For me, creating an exemplary model school represents a unique challenge -- personally and professionally. I am delighted to be a part of such an effort.

During the initial year, the model school will focus attention primarily on developing an effective pre-school and non-graded primary program. Our goal will be to positively impact at-risk learners, thus increasing the likelihood of academic success in later years.

Central to all of this, of course, is C/CSA's commitment to recruit and hire the most qualified professional faculty. We have already received numerous inquiries and requests for applications from teachers locally and across the country. Together, the faculty and I will design and implement a teaching model aimed at meeting the individual developmental needs of each child.

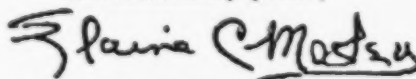
Substantial progress has been made towards positioning the school as the hub of a network of social services. This will enhance and support the involvement of parents in the education of their children.

The completion of the rehabilitation program in August, 1988 will signal the beginning of our mission to create a warm, safe, and positive learning environment for our children.

An invitation will be sent to all our parents, students, friends, and supporters in late July -- inviting you to join with us in the celebration of our school opening.

We are eager to open our doors and hope you can be a part of this special occasion.

Educationally yours,



Elaine C. Mosley, Ed.D.
Principal, C/CSA Chicago School

THE YEAR IN REVIEW
CREATING BETTER SCHOOLS:
MODEL SCHOOL PHILOSOPHY

- PARENTS MUST SUPPORT THEIR CHILDREN'S LEARNING AT HOME BY FOSTERING AND REINFORCING THE HIGH STANDARDS SET AT THE SCHOOLS
- MANY AT-RISK CHILDREN REQUIRE OUTSIDE SOCIAL SERVICES. THE SCHOOL MUST CONNECT FAMILIES WITH THOSE SERVICES WHICH SUPPORT EDUCATIONAL ACHIEVEMENT
- EDUCATIONAL EXCELLENCE IS BASED ON SUPERIOR CLASSROOM MANAGEMENT AND INSTRUCTIONAL LEADERSHIP IN THE BEST METHODS FOR ACHIEVING SUCCESS WITH EACH CHILD
- ACHIEVEMENT IS HIGHEST IN A SAFE, ORDERLY ENVIRONMENT THAT DEMANDS EXCELLENCE FROM STUDENTS AND TEACHERS ALIKE. CLEAR GOALS AND FREQUENT MONITORING OF PROGRESS ARE CRITICAL TO MAINTAIN THIS ATMOSPHERE

CHALLENGES IN THE YEAR AHEAD

SPECIFIC OBJECTIVES

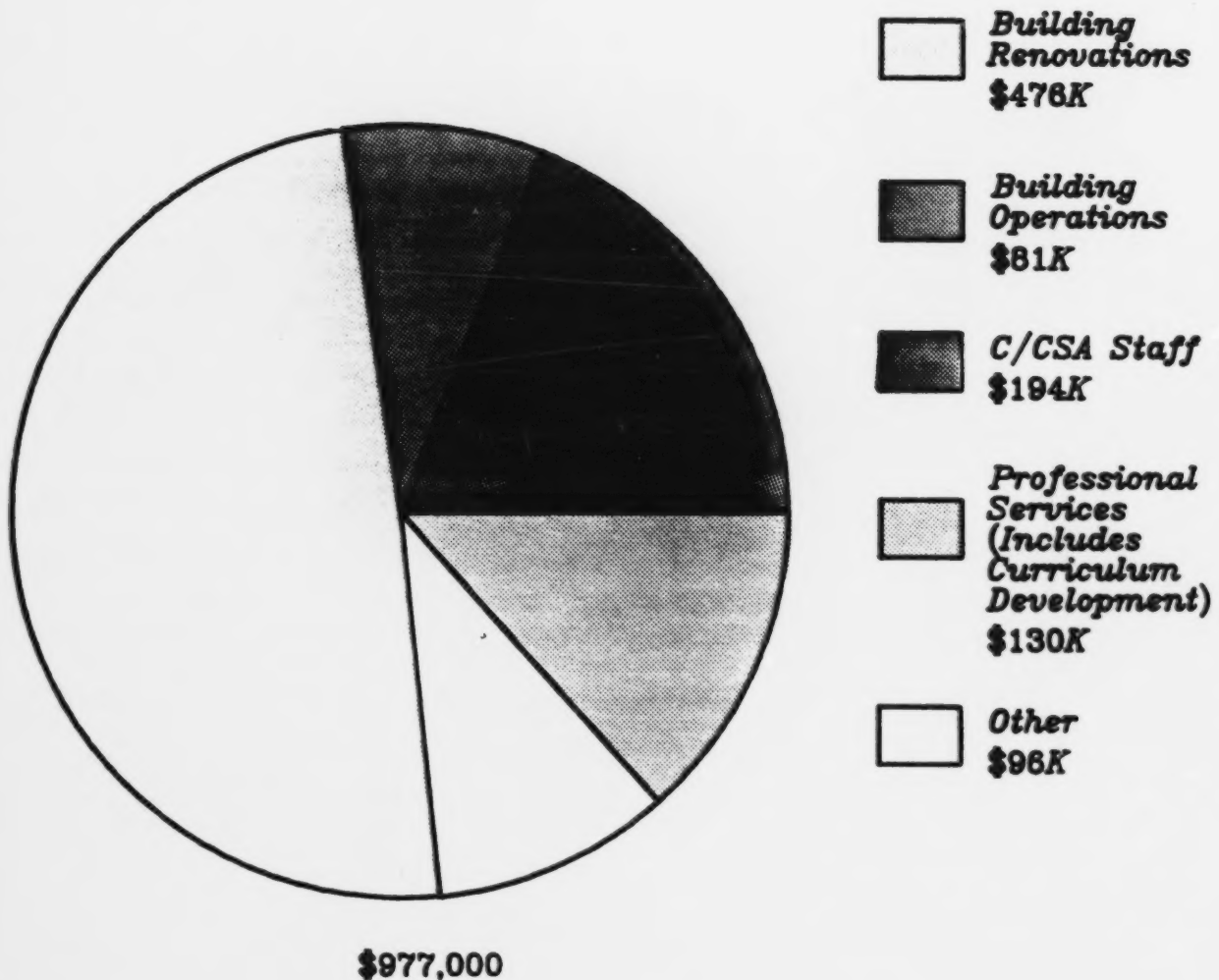
(1988-89)

- **OPEN OUR CHICAGO MODEL SCHOOL IN SEPTEMBER, 1988.
MAKE SIGNIFICANT PROGRESS IN FULFILLING THE SCHOOL'S
MISSION**
 - **SERVE 120 PRE-SCHOOL AND PRIMARY CHILDREN, AGES
2-8**
 - **DEMONSTRATE EARLY SUCCESS EVIDENCED BY MEASURABLY
INCREASED LEVELS OF MOTIVATION AMONG LEARNERS**
 - **ESTABLISH A FUNCTIONING PROGRAM TO CONNECT
FAMILIES WITH SOCIAL SERVICE AGENCIES**
 - **ENABLE TEACHERS TO BE MOST EFFECTIVE BY
SUPPORTING AND ASSESSING THEM, BY PROVIDING
THEM ADEQUATE RESOURCES, AND BY IMPLEMENTING A
FACULTY-DESIGNED PROFESSIONAL DEVELOPMENT
PROGRAM**
 - **BEGIN TO CREATE WORKING PARTNERSHIPS WITH LOCAL
PUBLIC SCHOOLS TO SHARE INFORMATION**
 - **ESTABLISH STRONG TIES WITH UNIVERSITIES TO
CONDUCT EDUCATIONAL RESEARCH AND TO DEVELOP
COOPERATIVE PROGRAMS**
 - **DEVELOP SYSTEMS TO MEASURE STUDENTS' ACADEMIC,
SOCIAL, EMOTIONAL, AND PHYSICAL DEVELOPMENT**
- **CONTINUE TO ESTABLISH STRONG TIES WITH EDUCATIONAL,
BUSINESS, UNION, AND LEGISLATIVE LEADERS IN CHICAGO
TO ASSURE METHODS DEMONSTRATED IN OUR MODEL SCHOOL
ARE ADOPTED BY PUBLIC SCHOOLS**
- **EXPAND NATIONAL ADVISORY BOARD MEMBERSHIP; WORK WITH
NAB TO ESTABLISH THE ROOTS OF C/CSA PROGRAMS IN AT
LEAST ONE OTHER CITY**
- **SECURE THE REMAINING \$890,000 IN PLEDGES TO MEET OUR
THREE-YEAR FUNDING TARGET**

FINANCIAL SUMMARY

**START-UP EXPENDITURES:
MARCH 1987-MARCH 1988 (HISTORICAL)
PLUS PROJECTED EXPENDITURES THROUGH
THE END OF THE FISCAL YEAR (JUNE 30, 1988)**

**IN OUR FIRST YEAR WE SEE HEAVY INVESTMENTS IN
PROGRAM START-UP EXPENSES, SUCH AS BUILDING
RENOVATIONS AND PROFESSIONAL SERVICES. WHEN OUR
CHICAGO MODEL SCHOOL OPENS IN SEPTEMBER, EXPENSES
WILL SHIFT TO SCHOOL OPERATIONS**



FINANCIAL SUMMARY

EXPENDITURES

**EXPENDED THROUGH
MARCH 31, 1988**

PERSONNEL

– PROFESSIONAL STAFF	
– SUPPORT STAFF	
– ADMINISTRATIVE STAFF (INCLUDING SALARY/WAGES, FRINGE BENEFITS, FICA)	\$139,107

PROFESSIONAL SERVICES

– CONSULTANTS AND CONTRACT SERVICES (INCLUDING CURRICULAR DEVELOPMENT)	102,516
--	---------

PERSONNEL SEARCH	12,764
------------------	--------

HEADQUARTERS OFFICE EXPENSES	31,850
------------------------------	--------

SCHOOL BUILDING & GROUNDS

– LEASE	29,869
– INSURANCE	21,000
– UTILITIES	11,555
– RENOVATION	82,220

TOTALS	<u><u>\$430,881</u></u>
--------	-------------------------

FINANCIAL SUMMARY
C/CSA CASH FLOW
(FROM INCEPTION 3/11/87 THROUGH 3/31/88)

TOTAL PLEDGES THROUGH 3/31/88 \$2,106,925

DONATIONS RECEIVED **\$828,425**

INTEREST EARNED 20,000

SUBTOTAL **848,425**

EXPENDITURES 430,881

CASH CARRIED FORWARD THROUGH
3/31/88 **417,544**

1987-88 BUDGETED EXPENDITURES **977,468**

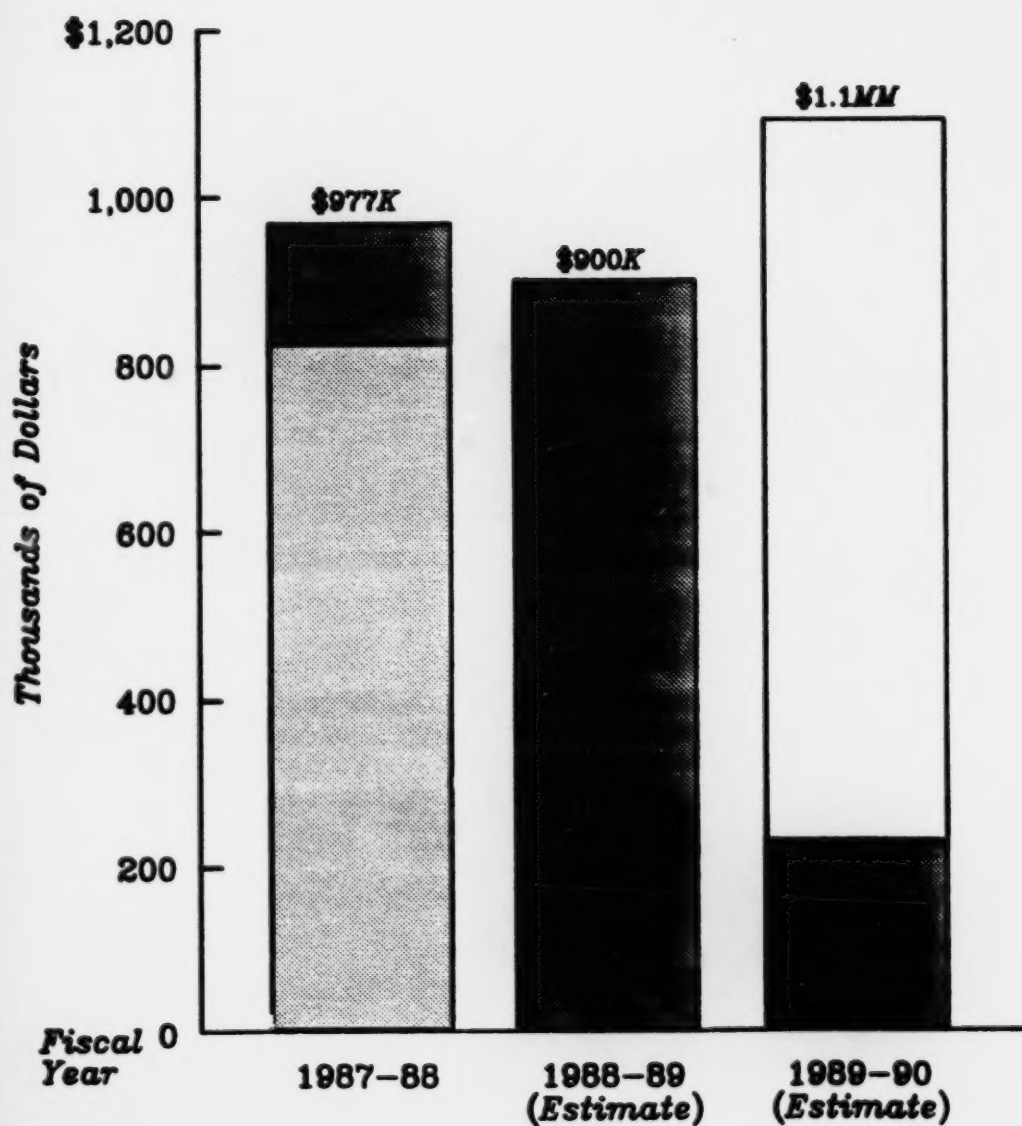
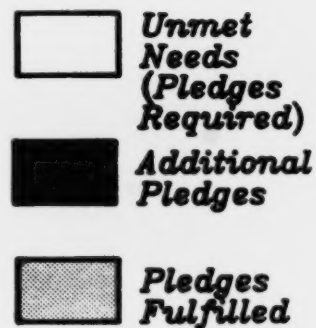
ADDITIONAL CASH REQUIRED FOR
1987-88 FISCAL YEAR ENDING
6/30/88 **\$129,043**

WE ARE IN THE PROCESS OF:

A - COLLECTING FURTHER DONATIONS AGAINST PLEDGES TO
FULLY FUND REMAINING FY 1987-88 EXPENDITURES AND
OUR PROJECTED FY 1988-89 REQUIREMENTS; AND
B - SECURING ADDITIONAL PLEDGES OF \$893,075
TO REACH OUR INITIAL THREE YEAR FUNDING
TARGET OF \$3,000,000

APPENDICES

FINANCIAL SUMMARY
FUNDING OUR FUTURE



BACKGROUND

- **PRINCIPAL SELECTION**
- **CORPORATE EDUCATION PARTNERSHIP STUDY**
- **MODEL SCHOOL STUDY**
- **C/CSA'S INVOLVEMENT IN CHICAGO
REFORM ACTIVITY**

BACKGROUND

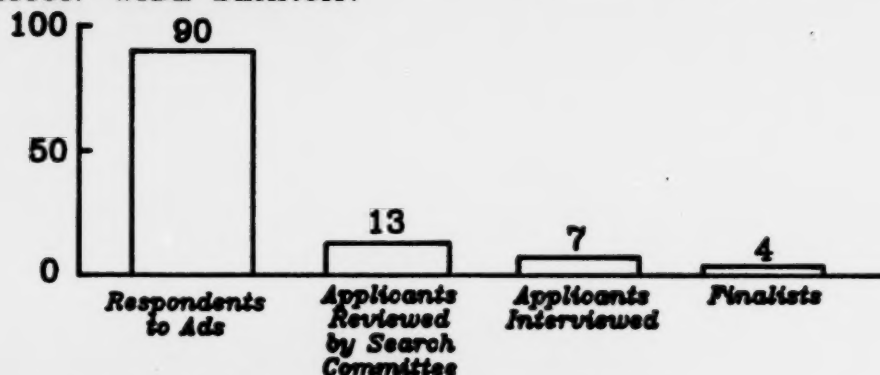
PRINCIPAL SELECTION

JOB DESCRIPTION:

"NEEDED TO LEAD IN CREATING AN UNPRECEDENTED MODEL SCHOOL, BACKED BY MAJOR CORPORATIONS TO SERVE INNER-CITY CHILDREN AGES 2-13 ON CHICAGO'S WEST SIDE. PRINCIPAL AND FACULTY WILL SHAPE SCHOOL'S ORGANIZATION AND CURRICULUM, WORKING WITH STATE-OF-THE-ART TECHNOLOGY. EXCELLENT COMPENSATION AND BENEFITS, COMBINED WITH UNIQUE OPPORTUNITY TO INFLUENCE THE FUTURE OF URBAN PUBLIC EDUCATION..."

- Chicago Tribune, July 21, 1967

NATION-WIDE SEARCH:



PRINCIPAL QUALIFICATIONS: ELAINE MOSLEY

PROFESSIONAL HIGHLIGHTS

- 1967: MEMBER OF NEGOTIATING TEAM FOR DISTRICT #97, CHAIRPERSON FOR "TEACHER RIGHTS" COMMITTEE - OAK PARK, IL
- 1966-1967: MEMBER OF TEACHER-ADMINISTRATOR COMMITTEE WHICH DEVELOPED THE TEACHER EVALUATION PLAN FOR DISTRICT #97 - OAK PARK, IL
- 1976-1967: APPOINTED BY OKLAHOMA GOVERNOR GEORGE NICH TO SERVE ON THE ROGERS STATE BOARD OF REGENTS - CLAREMORE, OK
- 1962-1963: CHAIRPERSON - PROFESSIONAL IMPROVEMENT COMMITTEE. PLANNED AND IMPLEMENTED BARTLESVILLE SCHOOL DISTRICT STAFF DEVELOPMENT PROGRAM - BARTLESVILLE, OK
- 1976-1960: DEVELOPED AND IMPLEMENTED NON-GRADED PRIMARY PROGRAM, LINCOLN ELEMENTARY SCHOOL - BARTLESVILLE, OK
- 1976: NAMED "EDUCATOR CITIZEN OF THE DAY," BARTLESVILLE AREA CHAMBER OF COMMERCE CITY-WIDE BICENTENNIAL CELEBRATION, JULY 4, 1976 - BARTLESVILLE, OK

PROFESSIONAL EXPERIENCE

- 1965-1967: PRINCIPAL, HATCH SCHOOL, DISTRICT #97 - OAK PARK, IL
- 1963-1965: PRINCIPAL, OAK PARK ELEMENTARY SCHOOL - OAK PARK, IL
- 1975-1963: PRINCIPAL, LINCOLN ELEMENTARY SCHOOL, BARTLESVILLE SCHOOL DISTRICT - BARTLESVILLE, OK
- 1973-1975: COUNSELOR, CENTRAL JUNIOR HIGH SCHOOL, BARTLESVILLE SCHOOL SYSTEM - BARTLESVILLE, OK
- 1970-1973: CLASSROOM TEACHER, IMMACULATE CONCEPTION SCHOOL - JEFFERSON CITY, MO
- 1964-1970: CLASSROOM TEACHER, ST. LOUIS PUBLIC SCHOOL SYSTEM - ST. LOUIS, MO

EDUCATION

- 1962 E.D., OKLAHOMA STATE UNIVERSITY - STILLWATER, OK
EDUCATIONAL LEADERSHIP
- 1973 M.ED., LINCOLN UNIVERSITY - JEFFERSON CITY, MO
ELEMENTARY SCHOOL ADMINISTRATION
- 1964 B.S., LINCOLN UNIVERSITY - JEFFERSON CITY, MO
ELEMENTARY EDUCATION

BACKGROUND

CORPORATE EDUCATION PARTNERSHIP STUDY

C/CSA REPRESENTS A BOLD STEP FORWARD FOR CORPORATE INVOLVEMENT IN EDUCATION. A THOROUGH REVIEW OF CORPORATE EDUCATION PARTNERSHIPS AROUND THE COUNTRY DEMONSTRATES THAT WHILE CORPORATE SUPPORT FOR EDUCATION IS ALWAYS WELL MEANING, IT TOO OFTEN HAS LIMITED IMPACT. WITH THE GOAL OF CONTRIBUTING TO REAL LONG TERM IMPROVEMENTS IN STUDENT ACHIEVEMENT, C/CSA HAS DEVELOPED A STRATEGY WHICH CALLS FOR DEEPER, MORE SUSTAINED, AND MORE FOCUSED CORPORATE INVOLVEMENT. CENTRAL TO THIS IS THE ESTABLISHMENT OF WORKING SCHOOLS TO DEVELOP AND DEMONSTRATE SUCCESSFUL EDUCATIONAL METHODS.

STANDARD PLAN VS. C/CSA PLAN

<u>USUAL CORPORATE INVOLVEMENT</u>	<u>C/CSA PLAN</u>	<u>BENEFIT</u>
● SHORT-TERM ASSISTANCE	● ONGOING FINANCIAL COMMITMENT ● LONG TERM MISSION	● RECOGNIZES THAT LASTING IMPROVEMENT REQUIRES A LONG TERM EFFORT
● FOCUS ON JOB TRAINING	● PRE-SCHOOL, KINDERGARTEN, AND ELEMENTARY SCHOOL FOCUS	● FOCUSES RESOURCES WHERE THEY HAVE PROVEN LONG TERM IMPACT
● LIMITED COLLABORATION WITH EDUCATORS AND COMMUNITY	● CORPORATE, EDUCATOR, AND COMMUNITY INVOLVEMENT IN DEFINING MISSION THROUGH PARTICIPATION ON BOARDS	● USES CORPORATE INVOLVEMENT AS A CATALYST FOR BROADER COMMUNITY INPUT
● LIMITED ACCOUNTABILITY AND EVALUATION	● SPECIFIC TARGETS FOR STUDENT ACHIEVEMENT AND SYSTEM CHANGE	● FOCUSES EFFORTS ON IMPORTANT GOALS
● ARMS LENGTH CORPORATE INVOLVEMENT	● CORPORATE INVOLVEMENT THROUGH EXECUTIVE SERVICE ON BOARDS	● TAKES FULL ADVANTAGE OF CORPORATE EXPERTISE
● LIMITED POLITICAL INVOLVEMENT	● PARTICIPATION WITH KEY REFORM GROUPS IN URBAN REFORM EFFORTS ● PLAN FOR STRONG PUBLIC RELATIONS EFFORT	● FACILITATES SYSTEM-WIDE IMPACT

BACKGROUND

MODEL SCHOOL STUDY

WE CONDUCTED A NATION-WIDE STUDY OF MODEL SCHOOLS THAT HAVE BEEN IN EXISTENCE OVER THE PAST DECADE. WE DISTILLED THE LESSONS FROM OVER 100 MODELS, AND FOUND THAT WHILE CREATING A SUCCESSFUL SCHOOL IS ALWAYS A CHALLENGE, USING THAT SCHOOL AS A CHANGE AGENT IS EVEN MORE DIFFICULT. THERE HAVE BEEN, HOWEVER, SOME NOTABLE SUCCESSSES AND CLEAR EVIDENCE OF SOME OF THEIR KEYS TO SUCCESS.

SUMMARIZED, THESE KEYS ARE:

- SUSTAINED FUNDING AND LEADERSHIP CONTINUITY IS THE MOST DIFFICULT YET THE MOST ESSENTIAL ELEMENT IN SUCCESSFUL SCHOOLS**
- THE PUBLIC SCHOOL SYSTEM MUST BE RECEPTIVE TO AND CAPABLE OF INTEGRATING MODEL SCHOOL SUCCESSSES INTO ITS SYSTEM**
- ACTIVE PARENTAL INVOLVEMENT AND SUPPORT IS CRITICAL TO SUCCESS AND REQUIRES DEDICATED, ONGOING EFFORT BY SCHOOL STAFF**
- EARLY COLLABORATION WITH KEY EDUCATORS AND UNION LEADERS HAS PROVEN TO BE A CRITICAL FACTOR IN CREATING SYSTEM-WIDE CHANGE**

BACKGROUND

C/CSA'S INVOLVEMENT IN CHICAGO REFORM ACTIVITY

THE PAST TWO YEARS HAVE BEEN VOLATILE ONES FOR CHICAGO'S EDUCATIONAL SYSTEM. A CONFLUENCE OF EVENTS, HIGHLIGHTED BY THE 1987 TEACHERS' STRIKE HAS CREATED AN ENVIRONMENT MORE RIPE FOR CHANGE THAN AT ANY TIME IN RECENT MEMORY.

C/CSA'S VISION AND ACTIONS HAVE HAD TO ADJUST TO THIS NEW ENVIRONMENT. CHANGE THAT WE HAD ENVISIONED OCCURRING OVER A NUMBER OF YEARS COULD HAPPEN IN A MATTER OF MONTHS. THE POWER STRUCTURE THAT C/CSA HOPED TO INFLUENCE COULD BE RADICALLY DIFFERENT.

WE HAVE TAKEN TWO FUNDAMENTAL STEPS TO ADAPT TO THIS FLUID ENVIRONMENT. FIRST, WE HAVE CONTINUALLY REEVALUATED THE SCHOOL'S MISSION TO BE SURE IT IS RELEVANT TO THE SCHOOL SYSTEM WE HOPE TO IMPROVE. SECOND, WE HAVE SEIZED THE OPPORTUNITY PRESENTED BY THIS REFORM MOVEMENT BY ADDING OUR OWN VOICE TO THE DEBATE ON THE FUTURE OF THE SCHOOL SYSTEM. THE OPPORTUNITIES PRESENTED BY THE CURRENT REFORM MOVEMENT PROVIDE US A CHANCE TO PARTIALLY ACHIEVE OUR GOALS EARLIER THAN WE HAD EVER DREAMED.

BACKGROUND

C/CSA'S INVOLVEMENT IN CHICAGO REFORM ACTIVITY

IN DEVELOPING OUR REFORM PHILOSOPHY, WE SPENT CONSIDERABLE EFFORT RESEARCHING REFORMS IN OTHER SCHOOL SYSTEMS AROUND THE COUNTRY. WE FOUND THAT MANY OF THE BEST IDEAS ARE IN SUCCESSFUL OPERATION IN TOWNS AND CITIES THROUGHOUT THE U.S.

WE IDENTIFIED THOSE PRINCIPLES THAT WE BELIEVE ARE ESSENTIAL TO AN EFFECTIVE PUBLIC SCHOOL SYSTEM. THESE ARE LISTED BELOW:

CRITERIA FOR SCHOOL LEVEL REFORM

<u>MAJOR AREAS OF REFORM</u>	<u>PRINCIPLES</u>	<u>OBJECTIVES</u>
SCHOOL BASED MANAGEMENT	STRONG RESPECTED LEADERSHIP	SYSTEM TO IMPROVE AND AUDIT PRINCIPAL QUALITY
	ACCOUNTABILITY MEASURES	PRINCIPAL AUTHORITY OVER STAFFING
	INCREASE CONTROL AND RESPONSIBILITY OF LOCAL AUTHORITIES	PRINCIPAL AND TEACHERS MANAGE SCHOOL SITE (WITH PARENT INPUT) - CURRICULUM, POLICY, BUDGETS, PROGRAMS
EFFECTIVE TEACHING	HIGH QUALITY TEACHERS	REVISE PAY AND PROMOTION SYSTEM - HIGHER SALARIES - CAREER LADDER - TEACHER EVALUATION SYSTEM THAT INCLUDES STUDENT PERFORMANCE, PRINCIPAL AND PEER INPUT - PERFORMANCE INCENTIVES
	ON THE JOB TRAINING	
	STATE-OF-THE-ART INSTRUCTIONAL TECHNIQUES	
	PROFESSIONAL DISCRETION AND DEVELOPMENT	IN-SERVICE TRAINING WITH LOCAL AND CENTRAL INPUT
PERFORMANCE EVALUATION	TIMELY TARGETED ASSESSMENT OF TEACHER PERFORMANCE	INITIATE CRITERIA TESTING PROGRAM
	TIMELY ASSESSMENT OF STUDENT PERFORMANCE	ACCURATE, NORM-BASED ASSESSMENT WITH TIMELY EFFECTIVE COMMUNICATION
STUDENT SUPPORT	ACTIVE PARENTAL INVOLVE- MENT IN EDUCATION	FOCUS ON AT-RISK CHILDREN - PRE-SCHOOL - BUDGETING PREFERENCE
	ATTENTION TO AT-RISK CHILDREN	PLAN FOR PARENT INVOLVEMENT IN LEARNING PROCESS PLAN FOR SCHOOL AS CENTER OF SOCIAL SERVICES NETWORK
SCHOOL SYSTEM RE-STRUCTURING AND OPERATION	STRONG, RESPECTED LEADERSHIP, WITH TURNAROUND CAPABILITY	QUALITY CENTRAL LEADERSHIP WITH APPROPRIATE RESPONSIBILITIES
	ACCOUNTABILITY MEASURES	
	SHIFT APPROPRIATE CONTROL AND RESPONSIBILITY TO LOCAL AUTHORITIES	CENTRAL BOARD HAS ABILITY TO RAPIDLY EFFECT CHANGE - EDUCATIONAL OBJECTIVES - TRAINING, TESTING, EVALUATION - APPROVING AND, IF NECESSARY, REPLACING PRINCIPALS
	RETAIN SERVICES AT CENTRAL LEVEL THAT YIELD TO SCALE OR PRACTICALITY	

BACKGROUND

C/CSA'S INVOLVEMENT IN CHICAGO REFORM ACTIVITY

WE COMPARED OUR CRITERIA FOR REFORM WITH THE MANY PROPOSALS BEING CONSIDERED BY OTHER ADVOCACY GROUPS. BY ELIMINATING THOSE AREAS WHICH WE FELT WERE ADEQUATELY ADDRESSED, AS WELL AS THOSE THAT COULD BE CONSIDERED SUBSEQUENTLY, WE DEVELOPED A CONDENSED MANIFESTO OF OUR FIRMEST BELIEFS. THESE CONCISELY STATE C/CSA'S UNIQUE POSITION ON REFORM IN CHICAGO, AND SERVE AS THE FOUNDATION FOR OUR ROLE IN HELPING FRAME AN AGENDA FOR LASTING IMPROVEMENTS IN OUR SCHOOL SYSTEM

C/CSA: POSITION ON SCHOOL REFORM

- **ADEQUATE FUNDING FOR EARLY CHILDHOOD EDUCATION SHOULD BE PROVIDED FOR AT-RISK CHILDREN**
- **TRANSITION TO IMPROVED SCHOOLS SHOULD BE PLANNED AND MANAGED BY SKILLED PEOPLE WITH THE COMMITMENT, AUTHORITY, AND FUNDING TO INSURE SUCCESS**
 - **APPOINT HIGH LEVEL CHICAGO EDUCATION AUTHORITY WITH MANAGEMENT EXPERTISE AND BROAD LEGISLATIVELY MANDATED POWERS**
 - . **TRANSITION OVERSIGHT**
 - . **PREScreen CENTRAL BOARD**
 - . **EMERGENCY INTERVENTION POWER**
 - . **SUNSET PROVISION**
 - **CREATE SYSTEMATIC TRAINING PROGRAM FOR LOCAL SCHOOL IMPROVEMENT COUNCIL MEMBERS TO PROVIDE MEANINGFUL INPUT**
- **GOVERNANCE AT ALL LEVELS SHOULD BE IN THE HANDS OF EDUCATIONAL AND MANAGEMENT EXPERTS**
 - **CENTRAL BOARD SHOULD BE FULL-TIME, PAID, NON-POLITICAL, AND EXPERT WITH FINAL CONTROL OVER SCHOOLS**
 - . **APPROVE SCHOOL IMPROVEMENT PLANS DEVELOPED BY PRINCIPAL WITH LOCAL SCHOOL IMPROVEMENT COUNCIL INPUT**
 - . **FINAL AUTHORITY OVER HIRING/FIRING PRINCIPALS**
 - **PRINCIPAL IS "CEO" AND EDUCATIONAL LEADER OF HIS/HER SCHOOL**
 - **LOCAL SCHOOL IMPROVEMENT COUNCIL'S ROLE IS ADVISORY**
 - **FORMAL TRAINING AND CAREER LADDER OPPORTUNITIES FOR TEACHERS**

C/CSA INVESTORS

- ABBOTT AND ASSOCIATES
- AMERICAN ENVIRONMENTAL
- AMERICAN REBAR, INC.
- ARTHUR ANDERSEN & CO. FOUNDATION
- ARTHUR ANDERSEN & COMPANY
- JAMES H. ANDERSON COMPANY
- AON, INC.
- BAIN & COMPANY, INC.
- BAXTER FOUNDATION
- R.H. BOBBE COMPANY
- BORG-WARNER FOUNDATION
- BRAND INSULATION, INC.
- CHICAGO DOCK & CANAL TRUST
- CHICAGO ORNAMENTAL IRON COMPANY
- A.W. COHN, INC.
- COMDISCO, INC.
- COMMONWEALTH EDISON FOUNDATION
- HELENE CURTIS FOUNDATION
- ECONOMY MECHANICAL INDUSTRIES
- GATX CORPORATION
- GLOBE GLASS & MIRROR COMPANY
- RICHARD D. HARZA
- HILL AND KNOWLTON, INC.
- HOUSEHOLD INTERNATIONAL FOUNDATION
- H.F. HUSTER, INC.
- JOHNSON PUBLISHING COMPANY
- MARYVILLE ALUMNI ASSOCIATION
- MCDONALD'S FOUNDATION
- MCWILLIAMS ELECTRIC COMPANY
- METRIC ELECTRIC COMPANY
- MILLER-KLUTZNICK-DAVIS-GRAY, CO.
- NICHOLAS MUSASHE
- J.B. NOELLE COMPANY
- PASCHEN CORP.
- PEPPER CORP.
- POWER PARTS COMPANY
- PRAIRIE GROUP
- PREMARK INTERNATIONAL, INC.
- PRICE WATERHOUSE
- QUAKER OATS COMPANY
- QUAKER OATS FOUNDATION
- JIMMY RITTENBERG ENTERPRISES
- SEARS FOUNDATION
- SIDLEY & AUSTIN COMPANY
- BEN R. STEIN
- SUPERIOR MECHANICAL COMPANY
- FRED L. & PATRICIA A. TURNER
- UNITED AIRLINES FOUNDATION
- WALGREENS' FOUNDATION
- WESTSIDE MECHANICAL, INC.

WE WOULD LIKE TO EXTEND A SPECIAL THANKS TO QUAKER OATS
FOR PRODUCING THE C/CSA VIDEO, AND TO NORTHWESTERN UNIVERSITY
FOR THEIR WORK ON THE PUPIL SELECTION METHODOLOGY

OUR PERSONAL CONTRIBUTORS

IN ADDITION TO OUR MANY CORPORATE AND INDIVIDUAL INVESTORS, THE CORPORATE/COMMUNITY SCHOOL EFFORT HAS RECEIVED A LOVING SHOVE FROM DOZENS OF MEN AND WOMEN, IN ALL WALKS OF LIFE, WHO HAVE VOLUNTEERED A GENEROUS MEASURE OF TALENT AND TIME TO HELP MAKE THE SCHOOL A SUCCESS.

HERE ARE JUST A FEW:

- **KEN ADDISON, NORTHEASTERN ILLINOIS UNIVERSITY**
- **THE RAIN TEAM: ANDREW BANKS, KAREN HAWLEY-MILES, KEVIN ROLLINS, SCOTT PEARSON, ANNA PASTORE, PETER GLICK**
- **JOSEPH CARDINAL BERNARDIN AND REPRESENTATIVES OF THE CHICAGO ARCHDIOCESE**
- **BETTER BOYS FOUNDATION BOARD OF DIRECTORS AND STAFF**
- **ANDY BURD, ANDY BURD CREATIVE SERVICES**
- **GEORGE CALDWELL, PRESIDENT, LUTHERAN GENERAL HOSPITAL**
- **JOHN L. CLAY AND BETTER BOYS FOUNDATION MAINTENANCE CREW**
- **THOMAS G. CODY, JANNOTTA, BRAY AND ASSOCIATES, INC.**
- **MARGARET FRISBIE, SIDLEY AND AUSTIN**
- **WILLIAM D. GERR, FOUNDATION FOR EXCELLENCE IN TEACHING**
- **DR. GARY GRIFFIN, UNIVERSITY OF ILLINOIS**
- **LYLE HILL, PRESIDENT, MTH INDUSTRIES**
- **ASA HILLIARD, GEORGIA STATE UNIVERSITY**
- **MILDRED JOHNSON, AUTHOR AND RETIRED EDUCATOR**
- **DAN LICUROTIS, SECRETARY/TREASURER, TEAMSTERS LOCAL #705**
- **WILL LUCAS, BAXTER HEALTHCARE CORPORATION**
- **ED MARCINIAK, LOYOLA UNIVERSITY**
- **DEBORAH MEIER - PRINCIPAL, CENTRAL PARK EAST SCHOOL, NYC, NY**
- **GEORGE MUÑOZ, MEMBER AND PAST PRESIDENT, CHICAGO BOARD OF EDUCATION**
- **ELEANOR NICHOLSON, THE LATIN SCHOOL**
- **NORTHWESTERN UNIVERSITY, CENTER FOR URBAN AFFAIRS AND POLICY RESEARCH AND DRS. CHARLES PAYNE AND ANDREW GORDON**
- **JOE ROSEN, FORMER SUPERINTENDENT, DISTRICT #10, CHICAGO PUBLIC SCHOOLS**
- **CONNIE SINGER, HILL AND KNOWLTON**
- **BRUCE R. THOMAS**
- **DON UREEL, PRICE WATERHOUSE**
- **HERB WALKER, BAXTER HEALTHCARE CORPORATION**
- **PROFESSOR WILLIAM JULIUS WILSON, UNIVERSITY OF CHICAGO**
- **XEROX CORPORATION CONCERNED BLACKS**

OUR PERSONAL CONTRIBUTORS

**A SPECIAL THANKS ALSO ... TO THE MANY SKILLED UNION TRADESMEN
FROM MTH INDUSTRIES, WHO VOLUNTEERED
TO ASSIST IN THE REHABILITATION OF
OUR SCHOOL BUILDING.**

**TO VERNON R. LOUCKS, JR., JOHN H. JOHNSON,
KEN PONTIKES, OPRAH WINFREY, WILLIAM
SMITHBURG, GALE SAYERS, IRV KUPCINET,
WALTER PAYTON, MARVA COLLINS, DR. ARMSTEAD
ROBINSON, AND ALL WHO SO GRACIOUSLY APPEARED
IN THE QUAKER OATS-SPONSORED FILM
ON THE MODEL SCHOOL.**

**ALSO, TO ALAN HORLICH, VICTOR ARONOVICH,
BENGT NYGREN, MARTIN LINDWALL, ED GRENNAN,
AND OTHERS WHO ASSISTED IN THE
FILM'S PRODUCTION.**

C/CSA ENDORSEMENTS INCLUDE

- JOSEPH CARDINAL BERNARDIN
- BETTER BOYS FOUNDATION
- CHICAGO UNITED
- CHICAGO URBAN LEAGUE
- DR. JAMES COMER – YALE UNIVERSITY CHILD STUDY INSTITUTE
- COUNCIL FOR BASIC EDUCATION
- ALDERMAN WILLIAM C. HENRY
- FATHER THEODORE HESBURGH
- LIFELONG LEARNING SYSTEMS, INC.
- LOYOLA UNIVERSITY (SCHOOL OF EDUCATION)
- MARYVILLE ACADEMY
- MILE SQUARE HEALTH CENTER
- MT. SINAI HOSPITAL
- ERNEST MUELLER – SUPERINTENDENT OF OAK PARK PUBLIC SCHOOLS
- NATIONAL COLLEGE OF EDUCATION
- NORTHWESTERN UNIVERSITY, CENTER FOR URBAN AFFAIRS AND POLICY RESEARCH
- SENATOR RICHARD NEWHOUSE
- LT. GOVERNOR RYAN
- COMMISSIONER JOHN STROGER
- STATE SENATOR JUDY BAAR TOPINKA
- STATE REPRESENTATIVE ARTHUR TURNER
- UNIVERSITY OF CHICAGO
- UNIVERSITY OF VIRGINIA – CARTER G. WOODSON INSTITUTE
- URBAN PROGRAMS WEST
- WEST SIDE ASSOCIATION FOR COMMUNITY ACTION
- WEST SIDE PREPARATORY SCHOOL (MARVA COLLINS)

C/CSA ORGANIZATION AND BOARD STRUCTURE

THE CREATION AND COMPOSITION OF THE C/CSA LOCAL BOARD OF DIRECTORS AND NATIONAL ADVISORY BOARD EVOLVED FROM A SERIES OF DISCUSSIONS INVOLVING DR. ARMSTEAD ROBINSON, UNIVERSITY OF VIRGINIA; VERNON R. LOUCKS, JR., CHAIRMAN AND CEO, BAXTER HEALTHCARE CORPORATION; PRIMUS J. MOOTRY, EXECUTIVE VICE PRESIDENT, BETTER BOYS FOUNDATION; JOSEPH KELLMAN, C/CSA CO-FOUNDER AND CURRENT PRESIDENT OF THE LOCAL BOARD OF DIRECTORS; REPRESENTATIVES OF HILL AND KNOWLTON, AS WELL AS OTHER EDUCATORS AND COMMUNITY PEOPLE. BAIN AND COMPANY REPRESENTATIVES PARTICIPATED IN SUBSEQUENT DISCUSSIONS ON ROLE DEFINITION FOR BOTH BOARD STRUCTURES.

HERE ARE SOME OF THE CONCLUSIONS REACHED IN THESE DELIBERATIONS:

NATIONAL ADVISORY BOARD

- **NATIONALLY RECOGNIZED CIVIC AND BUSINESS LEADERS WITH UNASSAILABLE CREDENTIALS**
- **INITIAL SELECTION OF 3 MEMBERS; FULL MEMBERSHIP PROJECTED AT 12**
- **POWERS AND RESPONSIBILITIES INCLUDE:**
 - **ADVISE AND CONSENT ON MATTERS OF LOCAL BOARD OF DIRECTORS POLICY DEVELOPMENT AND DECISION MAKING**
 - **ASSIST IN NATIONAL REPLICATION EFFORT**

LOCAL BOARD OF DIRECTORS

- **11 MEMBERS, CONSISTING OF:**
 - **5 SENIOR LEVEL CORPORATE EXECUTIVES SELECTED FROM AMONG LEADERSHIP LEVEL GROUP OF SPONSORING COMPANIES**
 - **3 WELL-RESPECTED EDUCATORS**
 - **3 RESIDENTS OF THE LOCAL SCHOOL COMMUNITY INCLUDING THE PARENT OF A CHILD ENROLLED AT THE SCHOOL**
- **POWERS INCLUDE:**
 - **GENERAL OVERSIGHT AND BUDGET APPROVAL FOR THE LOCAL SCHOOL**
 - **PROMOTING PARTNERSHIPS WITH PUBLIC SCHOOLS, UNIONS, AND OTHER KEY GROUPS**
 - **PROMOTING SYSTEM-WIDE REPLICATION OF C/CSA INNOVATIONS**
 - **REPORTING REGULARLY ON RESULTS TO INVESTORS AND THE GENERAL PUBLIC**

C/CSA ORGANIZATION AND BOARD STRUCTURE

• MANAGEMENT TEAM

- JOE KELLMAN
PRESIDENT
- PRIMUS MOOTRY
PROJECT DIRECTOR
- WALTER L. (BUD) KRAUS
EXECUTIVE DIRECTOR

• NATIONAL ADVISORY BOARD

- DR. WALTER E. MASSEY, CHAIRMAN
VICE PRESIDENT FOR RESEARCH AND FOR
ARGONNE NATIONAL LABORATORY,
UNIVERSITY OF CHICAGO
- DR. HANNA H. GRAY
PRESIDENT, UNIVERSITY OF CHICAGO
- A. BARTLETT GIAMATTI
PRESIDENT, NATIONAL LEAGUE OF PROFESSIONAL
BASEBALL CLUBS
FORMER PRESIDENT, YALE UNIVERSITY

C/CSA ORGANIZATION AND BOARD STRUCTURE

(CHICAGO) LOCAL BOARD OF DIRECTORS

MEMBERSHIP

BUSINESS REPRESENTATIVES

**CHARLES E. CURRY,
MANAGER, COMMUNITY RELATIONS
QUAKER OATS COMPANY**

**JOSEPH KELLMAN
PRESIDENT
GLOBE GLASS AND
MIRROR COMPANY**

**ROBERT J. MANNING
VICE PRESIDENT
COMMONWEALTH EDISON**

**LANCE PICCOLO
EXECUTIVE VICE PRESIDENT
BAXTER HEALTHCARE CORPORATION**

**CHARLES J. RUDER
VICE PRESIDENT
CORPORATE PUBLIC AFFAIRS
SEARS ROEBUCK AND COMPANY**

EDUCATION REPRESENTATIVES

**DR. MICHAEL BAKALIS
DEAN OF EDUCATION
LOYOLA UNIVERSITY**

**BARBARA BOWMAN
DIRECTOR, GRADUATE STUDIES
ERIKSON INSTITUTE**

**DR. ORLEY HERRON
PRESIDENT
NATIONAL COLLEGE OF EDUCATION**

COMMUNITY REPRESENTATIVES

**FRANK ATWATER
A-MART INSURANCE COMPANY**

**EARLEAN LINDSEY
PRESIDENT
WESTSIDE ASSOCIATION FOR
COMMUNITY ACTION**

**VERNICE BROWNLEE
COMMUNITY REPRESENTATIVE**

COMMITTEE CHAIRS

- | | |
|---------------------------|--|
| - J. KELLMAN
EXECUTIVE | - C. CURRY
PUBLIC SCHOOLS RELATIONS |
| - L. PICCOLO
FINANCE | - F. ATWATER
COMMUNITY OUTREACH |
| - B. BOWMAN
EDUCATION | - R. MANNING
PUBLIC INFORMATION |

BOARD OFFICERS

**J. KELLMAN, PRESIDENT
O. HERRON, VICE PRESIDENT
E. LINDSEY, VICE PRESIDENT
D. UREEL, TREASURER
W. KRAUS, SECRETARY**